Radiation Medicine Program
Strategic Plan 2011–2015

Development of the RMP strategic plan was led by Dr. Brian O’Sullivan and the UTDRO strategic plan was led by Dr. David Jaffray. Grace Bugg and Susan Dalhoff, Strategic Leverage Partners Inc., facilitated the RMP plan. The UTDRO plan was facilitated by Strategic Services Ltd. The amalgamated UTDRO—RMP plan was completed by Strategic Services Ltd.
CENTRED ON
THE URGENCY TO
IMPROVE PATIENT CARE
AND OUTCOMES

The obligation to innovate applies to all domains and bridges RESEARCH, EDUCATION, CLINICAL PRACTICE and SYSTEM OPERATIONS
INNOVATION DOESN'T COME FROM MONEY OR MACHINES

IT COMES FROM PEOPLE
TOGETHER, WE WILL DEFINE THE FUTURE STATE OF RADIATION MEDICINE, CONTRIBUTE TO CANCER CONTROL AND TO HEALTHCARE

TOGETHER,

As an integral part of the University Health Network, we are a caring, creative and accountable academic hospital transforming healthcare for our patients, community and the world.

We translate the science of cancer into practice in the Princess Margaret Cancer Program, one of the top 5 comprehensive cancer programs in the world.

Together with Cancer Care Ontario, we work to: strengthen cancer control through research and innovation; expand our efforts in personalized medicine; improve the patient experience; and, ensure access to the highest quality care consistently across the system.
To provide exemplary radiation medicine through patient care, research and education in partnership with our patients and our community.

MISSION

To be the leading radiation medicine program in the world.

VISION
INNOVATING
TOMORROW’S CARE
TODAY

RMP HAS AN OVERARCHING OBLIGATION TO SYSTEM LEADERSHIP AND IS LED BY GUIDING PRINCIPLES:

- Focus on patient-centred care with attention to quality, safety, and expertise
- Mutually supportive environment offering professional advancement and support for all
- Integration of academia and clinical practice
- Inter-professional, collaborative team environment with active partnerships at local, national and international levels
- Nimble, responsive and adaptable to opportunities and changes in our environment
(INSERT IN NOVATION)
EXCEL IN ALL AREAS
clinical practice,
clinical research and education
and enhance clinical expertise

TENETS

► Promote highest quality radiation medicine
► Excel in communications and comprehensive clinical outcome documentation
► Escalate clinical research engagement to enhance standards
► Embrace the culture of life long learning
► Involve, respect and encourage all staff

THEREFORE WE WILL:

► Enhance clinical expertise to address high intensity programs and complex clinical situations and challenges
► Enhance our depth of expertise through a culture of inquiry and a “deep dive” philosophy
► Commit to enhanced medical records and the measurement of outcome metrics including patient reported evaluations
► Integrate interdisciplinary education into clinical teams at all levels
► Escalate clinical research scope and activity
LEAD ADVANCED PRACTICE AND NEW MODELS OF CARE:
facilitate innovation in radiation medicine
by developing advanced practice models
aligned to future developments
in healthcare

TENETS

> Leverage unique talents and skills of individuals
> Encourage initiative
> Enable innovative practice through application of technologies
> Create work environments for advanced practice

THEREFORE WE WILL:

- Maximize the unique talents of our staff
- Address barriers to bringing professionals into non-traditional domains
- Adopt a “Case Expert” paradigm and enhance responsibilities within each skill area
- Exploit the advantages offered by new technologies
Transform quality and safety

Tenets

- Ensure a safe environment and safe interventions for patients and staff
- Transform communications to improve navigation and patient transitions
- Partner with patients on the quality and safety agenda
- Eliminate errors in care delivery

Therefore we will:

- Provide safe physical facilities for staff and patients
- Improve navigation and transitions through the treatment trajectory
- Ensure optimal RT planning and delivery; ensure optimal and timely co-ordination with other treatment and care interventions
- Engage patients in the safety agenda: allow access to their medical records, explore unmet patient needs and integrate self-scheduling
- Advance systems to ensure high quality, safe clinical research and practice
**LEAD INNOVATION:**
we have a moral obligation to encourage
discovery, disciplined innovation
and deployment of new practice
and technology

**TENETS**

- While respecting our evidence-based practice, we innovate and develop new evidence
- We convert discovery into practice in a disciplined manner
- We look for new opportunities to improve outcomes through research
- We acknowledge the creative tensions between innovation and caution

**THEREFORE WE WILL:**

- Incorporate innovation into every aspect
- Encourage and facilitate innovation
  - Ensure disciplined innovation including scientific validity, regulatory robustness and fiscal feasibility
  - Ensure proper training and sustainability of innovation
- Pursue integrated academic and clinical research priorities
  - Research in the repair of radiation injury
  - Research in multi-disciplinary multimodal targeting to optimize biological and physical targeting for the patient, radioisotope therapy and smart particle therapy
  - Build the best metastatic disease management program in the world
- Be a learning organization
  - Build a culture of education and learning as the dynamic acquisition of knowledge
  - Leaders in UTDRO training programs
OPERATIONAL EXCELLENCE IN PROGRAM DELIVERY:

A proactive approach to patient care that ensures each encounter with the patient results in information and knowledge gathering to provide evidence for future improvements in patient care.

TENETS

- Be nimble to create and respond to new opportunities
- Leadership in data collection, information extraction and knowledge generation; we foster a culture of ‘open data’
- Excellence in program management best practices is necessary to excel in academic goals and achieve improvements in patient care

THEREFORE WE WILL:

- Enhance our business skills, staff and partnership development, stakeholder engagement and outreach
- Identify and meet program delivery targets
- Address information needs for program delivery
- Document and collect outcome metrics including using population-based radiation oncology specific outcomes to drive quality
- Commit to timely sharing and dissemination of new data
SYSTEM LEADERSHIP VIA ACTIVE OUTREACH AND PARTNERSHIPS:
actively engage with the community to ensure effective and efficient dissemination of knowledge and best practices in radiation medicine, working to ensure that consistent excellence in quality of care is made available to all patients locally and globally.

TENETS

- Leverage our skills and expertise beyond our own walls
- Share and leverage knowledge and expertise
- Transform our culture to embrace and lead new approaches to collaboration and active partnerships

THEREFORE WE WILL:

- Respond to our partners’* need for excellence in delivery of radiation medicine by offering practice guidelines and benchmarks
- Identify population-based outcomes and work with partners to drive quality
- Strengthen alignment within UTDRO, GTA centres, CCO, national and international organizations
- Establish a technology assessment consultancy including working with industry and government agencies for evidence-based guidance on the use of novel technologies

*Includes physicians, patients/families, collaborating centres, professional peers, communities of practice
IMPROVED PATIENT CARE
AND OUTCOMES
SYSTEM WIDE
THEREFORE
WE WILL

START
NOW
This Plan is founded on one strong belief—the moral obligation to innovate. Leveraging the Radiation Medicine Program’s current significant achievements, we want to ensure that RMP actively leads, as measured on a world scale, in the emerging future state of cancer control overall and radiation oncology specifically.

We wish to thank the Princess Margaret Hospital Foundation and our generous donors for enabling our innovation agenda.